RICARDO VARGAS EXPLAINS THE

PMBOK® GUIDE 7TH EDITION

PRINCIPLES

STEWARDSHIP

Be a diligent, respectful, and caring steward

DESCRIPTION
You need to care about the project and feel **responsible** and **committed** to delivering value through the project. You should oversee the project with the same level of care you use in your personal life.

KEYWORDS
- Care
- Honesty
- Trustworthiness
- Compliance

COMMENTS
- The **PMI's Code of Ethics** is related to this principle, but it is not the same thing.
- It demonstrates your **duty of care** and your behavior towards the project's interest.
- It is about being **transparent**, **avoiding conflicts of interest**, and following the **law**.

TEAM

Create a collaborative project team environment

DESCRIPTION
It is **impossible** to deliver sustainable outcomes without a team that **collaborates** and **works together** towards the same objective. Team members must use their specific skills with the aim to fulfill the needs of the team and the goals of the project.

KEYWORDS
- Collaboration
- Teamwork
- Culture
- Roles & Responsibilities

COMMENTS
- Team collaboration does not necessarily mean **friendship**.
- Organizational **culture affects** the way teams work together.
- It is more efficient and effective to work **as a team** than **alone**.

STAKEHOLDERS

Effectively engage with stakeholders

DESCRIPTION
Stakeholders can **directly and indirectly influence** the project. If you do not engage with them, you may **create threats** and **miss opportunities** to optimize the outcomes you should focus on to deliver value.

KEYWORDS
- Engagement
- Individuals
- Groups
- Organizations

COMMENTS
- They can **support** or **oppose** the project work, and their opinion can change over time.
- Stakeholders can be **internal** or **external** to the organization.
- They can **come and go** during the project life cycle.

VALUE

Focus on value

DESCRIPTION
Successful projects are all about delivering value. It goes **above and beyond a simple delivery**. Benefits are realized when the target stakeholders perceive the **positive value of the outcomes** enabled by the deliverables.

KEYWORDS
- Outcomes
- Success
- Business results
- Benefits

COMMENTS
- There is **no point in focusing on schedule and on budget** if you do not deliver value.
- Value can be **realized during or after** the end of a project.
- The project should **NOT** continue if it does not deliver the proposed outcome or value.

SYSTEMS THINKING

Recognize, evaluate, and respond to system interactions

DESCRIPTION
Your project is not a bubble. It is a **"gear"** of a more extensive system that includes several other **interdependent agents**. It is your responsibility to make sure these interactions are considered and planned.

KEYWORDS
- Interdependency
- Systems of systems
- Integration
- Holistic view

COMMENTS
- It is essential to balance **internal** and **external** perspectives.
- **Systems may change over time** due to internal and external volatilities.
- Systems operate **beyond the project life cycle** and will continue afterward.

LEADERSHIP

Demonstrate leadership behaviors

DESCRIPTION
Projects are complex efforts, and they need strong leadership to get the job done. Aspects like **motivation**, **focus**, **self-awareness**, and **facilitation** are critical to align the team and overcome the natural level of conflict that may arise.

KEYWORDS
- Motivation
- Empowerment
- Example
- Influence

COMMENTS
- **Anyone** in the team can demonstrate leadership skills.
- Leadership is **different** from authority.
- There is no single **universal** leadership style.

PRINCIPLES

They are the foundation on how we should approach something.
- They guide our behavior and actions.
- They are open, and we can apply them in different ways and contexts.
- They are interconnected.
- There is no specific order or ranking of principles.

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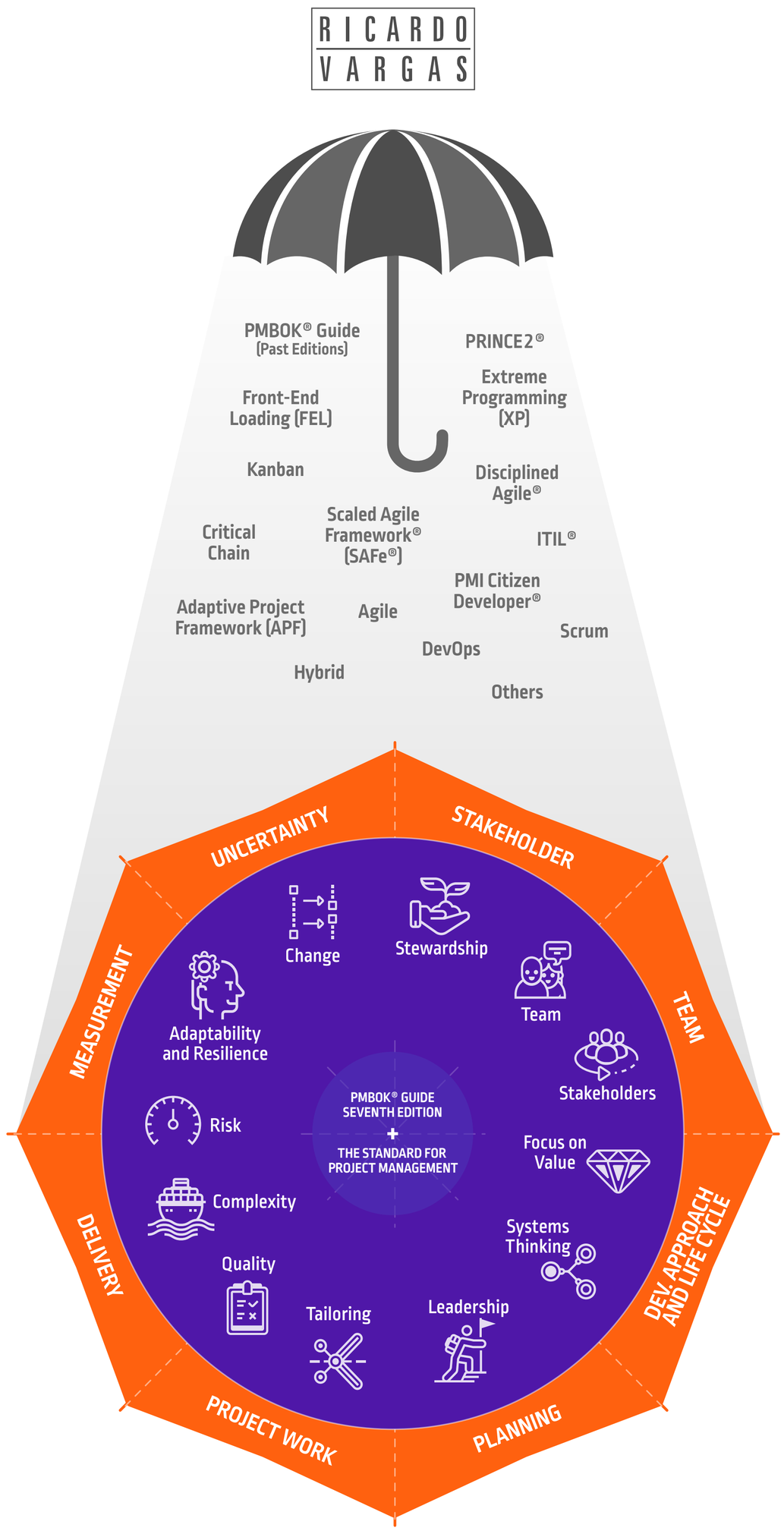

PRINCIPLES

TAILORING

Tailor based on context

DESCRIPTION
Your approach cannot be **"one size fits all."** It must be **adapted** to fit the corresponding work, organization, and cultural aspects, aiming to increase benefits and maximize value.

KEYWORDS
- Predictive (waterfall)
- Iterative (agile)
- Hybrid
- Swiss Army knife

COMMENTS
- There is no **"best"** methodology.
- There is only a **"right"** methodology for a specific case.
- The delivery method can be a **mix** of different approaches and methods.

QUALITY

Build quality into processes and deliverables

DESCRIPTION
Quality is the way the deliverables **connect to the objectives and the value chain**. Your probability of providing business benefits is dramatically reduced if you cannot produce project deliverables that meet the requirements.

KEYWORDS
- Satisfy needs
- No defects
- Fit for purpose
- Conformity

COMMENTS
- Quality is all about **fulfilling the requirements**.
- Quality **can be** measured.
- Focus on **detection** and **prevention** of errors and mistakes.

COMPLEXITY

Navigate complexity

DESCRIPTION
You must look for ways of accepting the complexity of the environment you are in. Volatility, Uncertainty, Complexity, and Ambiguity (**VUCA**) are parts of any project. **Shift your focus from avoiding complexity to assessing and reacting when needed**.

KEYWORDS
- VUCA
- Ambiguity
- Uncertainty
- Volatility

COMMENTS
- Complexity arises from different factors, and most of them are **outside of our control**.
- It can be **increased** or **decreased** at any point of the project.
- **Indicators** and **triggers** are critical tools to navigate complexity.

RISK

Optimize risk responses

DESCRIPTION
Risks are part of every single project. You need to **proactively assess the project exposure** and **respond** effectively to potential threats and opportunities that may affect the project's ability to deliver value.

KEYWORDS
- Threats
- Opportunities
- Risk tolerance
- Risk appetite

COMMENTS
- Each organization has a **different tolerance** to risks, and this affects their actions.
- Probability and impact **change** over time.
- Risks can be inside or outside **your control**.

ADAPTABILITY AND RESILIENCY

Embrace adaptability and resiliency

DESCRIPTION
Your resilience will allow you to **"build back better"** after a setback. If you or your organization are not adaptable and resilient, it will be tough to accept change and recover from problems.

KEYWORDS
- Recovery
- Adaptability
- Reaction
- Diversity

COMMENTS
- Resiliency is built by improving the **capacity of absorbing impact and recovering**.
- Adaptability increases by **focusing on the outcomes** and not on a specific delivery.
- **Team diversity improves** the capability of developing adaptability and resiliency.

CHANGE

Enable change to achieve the envisioned future state

DESCRIPTION
Change is the only **permanent feature of any project**. You must act as a change agent and create the **conditions for others to adapt** to a rapid and evolving environment.

KEYWORDS
- Psychological safety
- Enablement
- Comprehensive
- Resistance

COMMENTS
- Change is **NOT** necessarily a bad thing.
- Enabling change is the **opposite** of avoiding change.
- Keep the **desired outcomes in mind** when evaluating changes.

PERFORMANCE DOMAINS

Group of related activities that are critical for the delivery of the outcomes.
- There is no prescriptive sequence to execute these activities.
- They can be used with different delivery approaches (predictive, agile, hybrid).
- They are not processes.
- They are interactive, interdependent, and interrelated.

PERFORMANCE DOMAINS

STAKEHOLDER

DESCRIPTION
Combines a set of activities related to stakeholders, including the engagement process to ensure that there are **productive working relationships with stakeholders**.

COMMENTS
- Contains relevant elements of **communications**.
- Includes activities to address **supporting** and **opposing** stakeholders.
- **It is not about friendship**. It is about a productive relationship.
- **Stakeholders change** during the project.
- Not all stakeholders are the same. They have different **interests** and **influences**.

TEAM

DESCRIPTION
Contains activities that address the **responsibilities** associated with the work that must be done to deliver business value.

COMMENTS
- Includes the **roles** and **responsibilities** within the team.
- Team **culture** must be built, including norms and behaviors.
- Very connected to the **leadership principle**.
- Includes components of **emotional intelligence**, **critical thinking** and **motivation**.
- Strong emphasis on **shared ownership**.

DEVELOPMENT APPROACH AND LIFE CYCLE

DESCRIPTION
It is the domain where the delivery approach **(predictive**, **iterative**, **hybrid)** is selected, and the life cycle, phases, and cadence are defined.

COMMENTS
- A project may have a **single** deliverable or **multiple**, **periodic** or **continuous deliverables**.
- **Predictive approach** is based on **defined requirements**.
- **Iterative or adaptive approach** is useful when there is a **high level of uncertainty**.
- **Hybrid approach** combines aspects of **both** predictive and iterative approaches.
- **Many factors** affect the selection of your approach (risks, innovation, stability, funding).

PLANNING

DESCRIPTION
Contains the activities associated with the required **coordination** and **organization** to produce the deliverables.

COMMENTS
- Strongly related to the **Development Approach**.
- **Predictive planning** uses **WBS** and decomposition models to break down the scope.
- **Iterative planning** uses the concept of **evaluating multiple options** until costs may exceed benefits.
- Describes concepts of **estimating**, **scheduling** and **budgeting** using different approaches.
- It has some aspects of the **planning process group** of the PMBOK® Guide 6th edition.

PROJECT WORK

DESCRIPTION
Addresses all activities related to the **actual work** like physical resources, contracting, managing change, and continuous learning capability.

COMMENTS
- Includes reviewing the project work using **lessons learned**, **retrospective**, and **lean** methods.
- Actions related to reducing **work in progress (WIP)** take place in this domain.
- Several **procurement** processes happen under the Project Work Domain, especially contracting activities.
- Very closely connected to the **Tailoring** and **Change** principles.
- It has some elements of the **executing process group** of the PMBOK® Guide 6th edition.

DELIVERY

DESCRIPTION
Combines the activities and work associated with the project's delivery, including **requirements**, **quality**, and **change**.

COMMENTS
- Requirements can be clear in **predictive development**.
- In the **adaptive approach**, requirements may only be clear at **later stages**.
- Includes aspects of Cost of Quality (COQ) like **prevention** and **correction**.
- **Stakeholder acceptance and satisfaction** is a key performance factor to evaluate deliverables.
- **Fail fast, learn fast** approach can support the handling of **suboptimal outcomes**.

MEASUREMENT

DESCRIPTION
Includes the activities that **measure project performance** to allow actions to be taken to ensure the desired results are achieved.

COMMENTS
- It is impossible to evaluate results if you do **not measure them**.
- Measurement goes **above and beyond reporting and data**.
- Measurement is all about **conversations** and **decisions** using the data.
- Covers **leading** and **lagging** indicators (KPI) and what is an effective metric.
- Aspects of **Earned Value Analysis**, **dashboards**, **Kanban** and other visual ways of reporting are presented by this domain.

UNCERTAINTY

DESCRIPTION
Assures that the project contains activities that address **risks**, **uncertainty**, and **VUCA** (volatility, uncertainty, complexity, and ambiguity) and its environment.

COMMENTS
- Despite not being mentioned in the guide, the **VUCA** concept is a critical aspect of this domain.
- Strongly connected to the **Systems Thinking**, **Complexity** and **Risk** principles.
- **Early warning** and **environmental scanning** are relevant activities to address uncertainty.
- The "Risk" knowledge area of the PMBOK® Guide 6th edition is closely related to this.
- Uncertainty, as well as risks, are **not necessarily negative**. They can be opportunities.

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Explanatory Note: This work does not replace the need to read the PMBOK® Guide and the Standards for Project Management. It is an educational material to help project managers and other professionals to understand the publication in an easier and direct way.

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